

CAREER GUIDE FOR MEDICAL & HEALTH SERVICES MANAGERS

Standard Occupational Code: 11-9111

Pay Band(s): 5, 6 ([Salary Structure](#))

Standard Occupational Description:

Plan, direct, or coordinate medicine and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.

Medical and Health Services Managers in the Commonwealth are assigned to the following Roles in the [Program Administration Career Group](#):

[Program Administration Manager II](#)

[Program Administration Manager III](#)

While Medical and Health Services Manager jobs are primarily located in the Program Administration Career Group, individuals may want to pursue related opportunities within the Commonwealth depending upon individual training, education, and interests.

Other Career Group(s) that may be of interest are:

[General Administration](#)

SKILLS, KNOWLEDGE, ABILITIES AND TASKS

(Technical and Functional Expertise)

Skills

Note: The technical and functional skills listed below are based on general occupational qualifications for Medical and Health Services Managers commonly recognized by most employers. Typically, you will not be required to have all of the skills listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

1. Motivating, developing and directing people as they work, identifying the best people for the job.
2. Considering the relative costs and benefits of potential actions to choose the most appropriate one.
3. Understanding written sentences and paragraphs in work related documents.
4. Communicating effectively in writing as appropriate for the needs of the audience.
5. Talking to others to convey information effectively.
6. Adjusting actions in relation to others' actions.
7. Determining how money will be spent to get the work done, and accounting for these expenditures.
8. Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
9. Managing one's own time and the time of others.
10. Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Knowledge

Note: The technical and functional knowledge statements listed below are based on general occupational qualifications for Medical and Health Services Managers commonly recognized by most employers. Typically, you will not be required to have all of the knowledge listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

The **Knowledge** of:

1. Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
2. Principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
3. Principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
4. Arithmetic, algebra, geometry, calculus, statistics, and their applications.
5. Principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
6. The structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
7. The information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive health-care measures.
8. Computer hardware and/or software, including applications and programming.
9. Human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.

Abilities

Note: The technical and functional abilities listed below are based on general occupational qualifications for Medical and Health Services Managers commonly recognized by most employers. Typically, you will not be required to have all of the abilities listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

The **Ability** to:

1. Communicate information and ideas in speaking so others will understand.
2. Listen to and understand information and ideas presented through spoken words and sentences.
3. Read and understand information and ideas presented in writing.
4. Communicate information and ideas in writing so others will understand.
5. Speak clearly so others can understand you.
6. Tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
7. Choose the right mathematical methods or formulas to solve a problem.
8. Come up with a number of ideas about a topic (the number of ideas is important, not their quality, correctness, or creativity).
9. Apply general rules to specific problems to produce answers that make sense.
10. Arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

Tasks

Note: The following is a list of sample tasks typically performed by Medical and Health Services Managers. Employees in this occupation will not necessarily perform all of the tasks listed.

1. Administers fiscal operations, such as planning budgets, authorizing expenditures and coordinating financial reporting.
2. Directs and coordinates activities of medical, nursing, technical, clerical, service, and maintenance personnel of health care facility or mobile unit.
3. Develops or expands medical programs or health services for research, rehabilitation, and community health promotion.
4. Develops organizational policies and procedures and establishes evaluative or operational criteria for facility or medical unit.
5. Implements and administers programs and services for health care or medical facility.
6. Establishes work schedules and assignments for staff, according to workload, space and equipment availability.
7. Prepares activity reports to inform management of the status and implementation plans of programs, services, and quality initiatives.
8. Recruits, hires, and evaluates the performance of medical staff and auxiliary personnel.
9. Reviews and analyzes facility activities and data to aid planning and cash and risk management and to improve service utilization.
10. Consults with medical, business, and community groups to discuss service problems, coordinate activities and plans, and promote health programs.

INTERESTED?

Like people, occupations have traits or characteristics. These characteristics give important clues about the nature of the work and work environment, and give you an opportunity to match your own personal interests to a specific occupation. When you choose a job in an occupation that matches your own interests you have taken an important step in planning a successful and rewarding career. Jobs in Medical and Health Services Management have “Enterprising, Social, and Investigative” characteristics.

The work is **Enterprising** because it frequently involves starting up and carrying out projects. These occupations can involve leading people and making many decisions. Sometimes they require risk taking and often deal with business.

It is **Social** because it frequently involves working with, communicating with, and teaching people. These occupations often involve helping or providing service to others.

And it is **Investigative** because it frequently involves working with ideas, and requires an extensive amount of thinking. These occupations can involve searching for facts and figuring out problems mentally.

LICENSURE, REGISTRATION, OR CERTIFICATION REQUIREMENTS

This may or may not be required for Medical and Health Services Manager positions in state government depending upon the specialty and regulations governing the state agency. But even if not required, you can improve career advancement opportunities by considering the advantages of certification or licensure and including this step in your self-development plan.

If **Health Information Administration** is your specialty, information on how to become a Registered Health Information Administrator (RHIA) can be found on the American Health Information Management Association's web site at www.ahima.org

Information on how to become a **Licensing Nursing Home Administrator** can be found on the Virginia Department of Health Professions web site at www.dhp.state.va.us/nha/default.htm. According to the Bureau of Labor Statistics (BLS) all states and the District of Columbia require Nursing Home Administrators to have a bachelor's degree, pass a licensing examination, complete a State-approved training program, and pursue continuing education.

A license generally is not required for **generalist hospital administrators** who oversee financial or general administrative functions of the organization. BLS reports that "Medical and Health Services Managers must be familiar with management principles and practices. A master's degree in health services administration, long-term care administration, health sciences, public health, public administration, or business administration is the standard credential for most generalist positions in this field. However, a bachelor's degree is adequate for some entry-level positions in smaller facilities and at the departmental level within healthcare organizations. Physicians' offices and some other facilities may substitute on-the-job experience for formal education."

EDUCATIONAL, TRAINING, AND LEARNING OPPORTUNITIES

If you are interested in being a Medical and Health Services Administrator you should take advantage of continuing education and training opportunities.

Sources of educational, training, and learning opportunities include:

1. Accredited Virginia colleges and universities
2. American Health Information Management Association
3. American College of Healthcare Executives
4. Training programs sponsored by professional health administration organizations
5. Internship programs
6. Board of Licensed Nursing Home Administrators, Department of Health Professions

COMMONWEALTH COMPETENCIES

Competencies are a set of identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and the organization. Competencies can be observed and measured. When consistently demonstrated, competencies make employees particularly effective in their work. Competencies help lay out a road map to career success. You can use the Commonwealth Competencies to help improve your individual performance by adopting behaviors that make high performing employees successful in their jobs. In this way, you can use the Commonwealth Competencies for your further professional development.

The Commonwealth Competencies are:

1. Technical and Functional Expertise
2. Understanding the Business
3. Achieving Results
4. Serving the Customer

5. Teamwork
6. Interpersonal and Communication Skills
7. Leadership and Personal Effectiveness

The above competencies may be applied to employees throughout the Commonwealth of Virginia. They can be rank-ordered by agencies and hiring managers to represent the needs of a specific job. The rank ordering will change depending upon the occupation, an organization's priorities, the actual job requirements, and the supervisor's preferences.

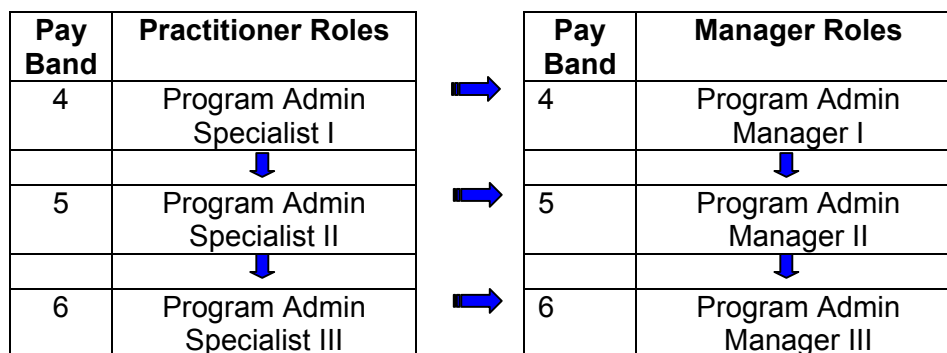
Career success is both about what you do (applying your technical knowledge, skills, and ability) and how you do it (the consistent behaviors you demonstrate and choose to use) while interacting and communicating with others. Hopefully, by studying the Commonwealth competencies, identifying your developmental opportunities, and working to refine your own competence, you can take charge of your career!

For additional information about the **Commonwealth Competencies** go to: http://jobs.state.va.us/cc_planningctr.htm. For the competencies, we first list the competencies and then define each. Finally, we list competency indicators; to describe what successful performance looks like.

COMMONWEALTH CAREER PATH

Career opportunities in the Commonwealth are not limited to moving “up” to the next highest role and pay band, changing positions, or to becoming a supervisor. That’s because most roles describe a broad group of occupationally related positions that perform a range of work that requires increased knowledge and skills. For that reason, Commonwealth roles describe the career paths within the same or higher-level role for the same or different Career Group. The broad salary range and the Commonwealth’s pay practices provide flexibility in recognizing career development and advancement. ([Salary Structure](#))

For example:



Sample Career Path

Program Administration Specialist I

The Program Administration Specialist I role provides a career track for program specialists who provide services in a program area that range from entry level professional to first-line supervisors. Employees' responsibilities require a specialized knowledge of the program area and the laws, regulations, policies and procedures relevant to the program.

Program Administration Specialist II

The Program Administration Specialist II role provides career tracks for program specialists who perform advanced-level responsibilities focusing on intermediate to long-range program issues affecting program activities and services development, planning, delivery, monitoring, and evaluation. Responsibilities may extend to local, state and federal organizations as well as private individuals in order to promote service delivery.

Program Administration Specialist III

The Program Administration Specialist III role provides career tracks for program specialists who serve as a subject matter expert and authority in an assigned area of responsibility. Specialists in this role are assigned the agency's highest programmatic priorities. Responsibilities relate to the development, delivery, and support of statewide program activities and services.

Program Administration Manager I

The Program Administration Manager I role provides a career track for first-level managers who perform day-to-day program administration and service delivery within organizational unit(s). Responsibilities include management of administrative, budgeting, operational and programmatic activities.

Program Administration Manager II

The Program Administration Manager II role provides career tracks for managers who focus on immediate to long-range program issues affecting the management of a program. Typical responsibilities within this role include management of administrative, budgeting, planning, scheduling, operational, and programmatic activities.

Program Administration Manager III

The Program Administration Manager III role provides career tracks for managers who oversee multiple program activities that are long-range in focus. Responsibilities include management of complex programs; identification of target population needs, monitoring programs, evaluation of overall program performance, implementation of policies and procedures, and supervision of all levels of program personnel.

ADDITIONAL OCCUPATIONAL INFORMATION CAN BE FOUND AT:

American Health Information Management Association

www.ahima.org

American College of Healthcare Executives

www.ache.org

O*NET (Occupational Information Network)

http://online.onetcenter.org/gen_search_page

Virginia Employment Commission

<http://www.alex.vec.state.va.us/>

Career One Stop

<http://www.careeronestop.org/>

Virginia Career Resource Network

<http://www.vacrn.net/>